TRANSFORMING COMMUNITY LIVING SERVICES IN BRITISH COLUMBIA

January 6, 2005

Introduction

The Government of British Columbia is committed to establishing a provincial Authority that will be responsible for the planning and delivery of community living services throughout the province. An Interim Authority Board has been established to lead the devolution and transformation of community living services from the Ministry to a new permanent Authority, that has recently been confirmed through the introduction of the Community Living Act.

The Interim Authority Board is committed to transforming the delivery of community living services to enhance the planning functions and to ensure that individuals and families are active participants in the individual planning process, while equally ensuring that services are being delivered in an accountable and fiscally responsible manner. The board has also recognized the significance of developing an organizational structure for the Authority that will provide effective, responsible leadership and will support the goals and principles of the service delivery model. Therefore they commissioned a review of the original proposed service delivery model and the issues associated with operationalizing it, and also determined that, resulting from this review, a proposed organizational structure be developed to support the proposed service delivery model.

This paper assesses the service delivery requirements within the context of the recognized guiding principles for service delivery, and taking into consideration the operational issues that were identified in the recently conducted review. An organizational framework and delineation of key functional responsibilities are outlined which will address operational concerns while ensuring that there is transformation in the system, and that individual planning needs are met.

The Guiding Principles for Service Delivery

Any discussion of service delivery must reflect the vision, mission, and guiding principles that are fundamental to the work of CLBC.

The initial statements of vision and principles were articulated in 'The Report of the Community Living Transition Steering Committee: A New Vision of Community Living'. This was the cornerstone document of the committee established to make recommendations to the government on governance and service delivery for individuals with developmental disabilities and was tabled with Minister Hogg on October 23, 2002.

The **Vision** is clearly articulated in the Steering Committee report:

> "Children and adults with developmental disabilities, supported by family members and friends, will have the opportunities and supports needed to pursue their own goals and participate as full and valued citizens in their communities'

The **Principles** were honed and distilled over the next 2 years as evidenced in the presentation: "Community Living British Columbia: Governance and Service Delivery Model" which was made to the Board by Interim Authority staff on March 29, 2004. The identified principles are:

- Safety, security and well-being of individuals and families is paramount
- Community is the vehicle for change
- Individuals and families are the decision-makers
- All relationships are founded in mutual respect and trust
- Sustainable supports are developed by introducing flexibility, increasing choice and stimulating innovation and creativity
- The focus is on planning to prevent crisis
- Access to flexible and responsive supports is seamless and straightforward
- The standards of financial performance are consistent with government's financial security and reporting requirements.
- These remain the essential elements shaping CLBC, with the caveat that families will always be actively involved in planning and decisions but they may not always be the final decision-makers. There will continue to be constraints related to the capacity of the system to respond and the specific accountabilities of CLBC and its Board.

The importance of recognizing the Board's accountabilities and liabilities in this area was also reinforced in the report tabled by Fred Milowsky in October, 2004. In his review he identified the need to ensure that there was a close linkage

between the planning and operational functions, and that the resources required to fulfill these functions at the community level be appropriately distributed. It should be noted that the service system is designed to reflect both philosophically and operationally the foregoing principles which form the core of CLBC and its framework for legislation, policy, community development and priority setting. In addition, the organizational and service delivery structures are designed to protect the integrity of the latter specifically with reference to equity, consistency and portability in the allocation of resources. It is intended to provide an environment where there is an organizational focus on individualized, creative responses and the effective provision of safeguards.

Notwithstanding this focus, the new structure recognizes the importance of a unified, integrated organization that can clearly delineate roles, reporting relationships and accountabilities.

TRANSFORMING SERVICE DELIVERY

The organizational structure for the new Authority must support the fundamental principles for service delivery as delineated by the Interim Authority Board. These are the principles which will shape all future activity within the organization and form the basis for its relationships with individuals, families, communities and service providers.
Each principle highlights a key component of the authority's vision for transformation and is, in turn, reflected in the organizational structure and its operational characteristics as follows.

Key Principle	Organizational Characteristics
• Safety, security and well-being of individuals and families is paramount	• Accountable for all actions and decisions taken on behalf of the individuals and families • Visible, active safeguard infrastructure and protocols • Planning and monitoring practices- 'watchdog'
• Community is the vehicle for change	• Open Board Meetings for community participation • Strategic Planning Forums • Local solutions to local concerns • Mechanisms to promote systemic change
• Individuals and families are the decision-makers	• Clear, public articulation of accountabilities and responsibilities • Visible, effective, and accessible review and appeal mechanisms • Individual and family as priority linkage
• All relationships are founded in mutual respect and trust	• Communication • Clarity in roles- opportunities and limits
• Sustainable supports are developed by introducing flexibility, increasing choice, and stimulating innovation and creativity	• Research/empirical testing • Innovation/enterprise as identified priorities of organization • Leadership, financial support and expertise • Person-centred context Fluid policy and program design and interpretation

Key Principle	Organizational Characteristics
• The focus is on planning to prevent crisis	• Capacity to respond at community level • Immediate access to centre/support • Overall plan anticipates requirements
• Access to flexible and responsive supports is seamless and straightforward	• Scope of authority ,constraints and protocols clearly delineated • Mechanisms and functions to reduce complexity of service networks
• The standards of financial performance are consistent with government's financial security and reporting requirements	• Pragmatic, functional linkages between operations and planning • Public articulation of accountabilities and roles • Accountability framework relates to operational requirements, Performance Agreements, legislated requirements, etc.

Key Functional Responsibilities

Service Delivery Accountabilities Within Community

In addition to the roles and functions of Authority staff, community plays a significant role in the development and monitoring of services:

Provincial Planning Council

The Provincial Planning Council will be responsible to the CLBC Board for monitoring the individualized planning activities within the communities. In this capacity the Provincial Planning Council will work closely with the Community Service Councils, and will ensure that service planning standards and guidelines are being consistently applied throughout the province.

Community Service Councils

The Community Service Councils will serve in an advisory capacity to the Community Centre Managers in matters relating to the effective delivery of services. The Community Service Councils will work closely with the Facilitators in communities to ensure that the principles of independent planning are being applied in the development of service plans. The Community Service Councils will also liaise with individuals and families in the community to identify issues and concerns, and to ensure that they are being properly addressed.

The organizational structure as noted above and outlined in Exhibit 1 incorporates three key functional responsibilities that are fundamental components of the approach to service delivery:

- Provision of quality services
- Inclusion of effective strategic planning processes
- Effective monitoring of services delivered

Provision of Quality Services and Community Planning and Development

One of the key requirements for effective service delivery is to ensure that there is a sufficient focus on individual planning, with the active participation of individuals and their families. This must be balanced with the operational requirements of providing services within the funds available and monitoring the quality of the services being provided. Although these functions are interdependent, it is critical that roles do not become blurred and that each area operates within a context of autonomy. This approach is reflected in the organizational structure of the Authority.

The Vice President, Quality Services is responsible and accountable for overall eligibility criteria and establishing assessment mechanisms that operate in a timely and equitable manner. This position assumes responsibility for provincial service budget allocation, distribution of resources and administrative management of 17 community living centres. The Vice President has ultimate authority for the functions and activities of Operations Analysts through the local Managers, Quality Services and the Director, Quality Services.

Service and resource monitoring are also grouped into one functional area under the direction of the Vice President, Quality Services as a critical element of the larger network of Safeguards for which this Vice President is responsible. The Vice President is accountable to the CEO for ensuring that there is provincial consistency and equality in the provision of services, and that the services are being provided in an effective and efficient manner, within the funds available.

Individual planning and community planning and development are grouped into a separate functional area under the direction of the Vice President, Community Planning and Development.

This Vice President is responsible for developing and maintaining an integrated, comprehensive, community-based service system which is responsive and accessible to individuals and their families. The Vice President ensures that the service criteria are clearly articulated and that the planning process enables individuals and families to be actively involved in developing plans that reflect both their strengths and their requirements. This Vice President has ultimate

authority for the functions and activities of the Facilitators through the local Managers, Community Planning and Development and the Director, Community Planning and Development.

The Vice President, Community Planning and Development also plays a primary role in the Authority's strategic planning process building on the advice, expertise and analysis provided through committed working relationships with the Provincial Planning Council and Community Advisory Councils. This Vice President is accountable to the CEO for ensuring that the service delivery system is flexible and reflects the evolving and changing needs of the individuals, families and communities it represents.

The planning and operations functions will be co-located within seventeen community living service areas distributed throughout the province with each functional area under the direction of a manager with distinct responsibilities, i.e., Quality Services or Community Planning and Development. Together, these managers will be responsible for ensuring that there is a clear balance between the roles and functions of Facilitators and Operations Analysts.

Facilitators and Operations Analysts will be assigned to each community living centre. Facilitators will focus on working with individuals and families on the creation of individual plans as well as building networks of support and involvement in the community. Operations Analysts will have responsibility for determining eligibility, arranging the appropriate contracts with the service providers, and monitoring the quality of the services being provided.

Effective Strategic Planning Processes

The Authority's approach to service delivery must incorporate a significant focus on strategic planning throughout the province, relating to identifying needs within the communities, and then developing programs and priorities that will best respond to these needs. There will be an identified accountability within the new organization for ensuring that there is an effective strategic planning process in place that links closely to the government's service planning, actively involves the community and incorporates opportunities to apply research findings and implement innovations.
Primary responsibility for this planning will be assigned to the Vice President, Community Planning and Development.

Effective Monitoring of Services Delivered

The monitoring of services being delivered by service providers has two key components – the compliance of the providers with their contracts with the Authority, and ongoing assessments of the quality and appropriateness of the services being provided to individuals.

In this organizational structure, the monitoring of contract compliance is considered to be an administrative requirement, within the functional responsibility of the Vice President, Corporate Services. A Director of Contract Management, reporting to the Vice President, Corporate Services will be responsible for ensuring that the annual contracts (having total value in excess of $500 million) are properly developed and administered.

The ongoing monitoring of the quality and effectiveness of services being provided will be the responsibility of the Vice President, Quality Services. This function will be carried out by Operations Analysts in the community living centres who will make certain that all safeguards and accreditation requirements are being met in the provision of services, and that the needs of the individuals are being addressed. Analysts will work closely with Facilitators to identify opportunities to enhance the community's capacity to adapt services and ensure optimal health, safety and autonomy of individuals.

SERVICE DELIVERY ACCOUNTABILITIES WITHIN COMMUNITY LIVING CENTRES

The new service delivery system establishes very specific accountabilities at the field level which are reflected up through senior management. Although these functions are separated at the service level, they will be integrated within the mandate of the CEO. Strong working relationships between the planning and operations streams will be critical to the ultimate success of the authority's new approach to service and communities. The following chart outlines the general grouping of responsibilities and how each complements and relies on the other.

SERVICE DELIVERY ACCOUNTABILITIES

Community Planning and Development Managers

- Resource Development with Community Planning Council (Council)
- Community Building with Council
- Management of Facilitators
- Innovation with Councils

Community Center Managers

- Budget Management
- Expenditures Control
- Systemic Issues
- Protocol Management
- Management of Operational Analyst

Faciliator

- Client Intake
- Assessment of Needs/Capacity
- Individual Plan Development and Implementation
- Community Linkage
- Individual to Community: Needs Identified

- Operational Analyst
- Confirmation of Individual Eligibility for Services
- Plan Approval
- Resource Monitoring
- Identification
  - Systemic Issues
  - Community Trends

December 24, 2004

Exhibit 1 - CLBC Organizational Structure

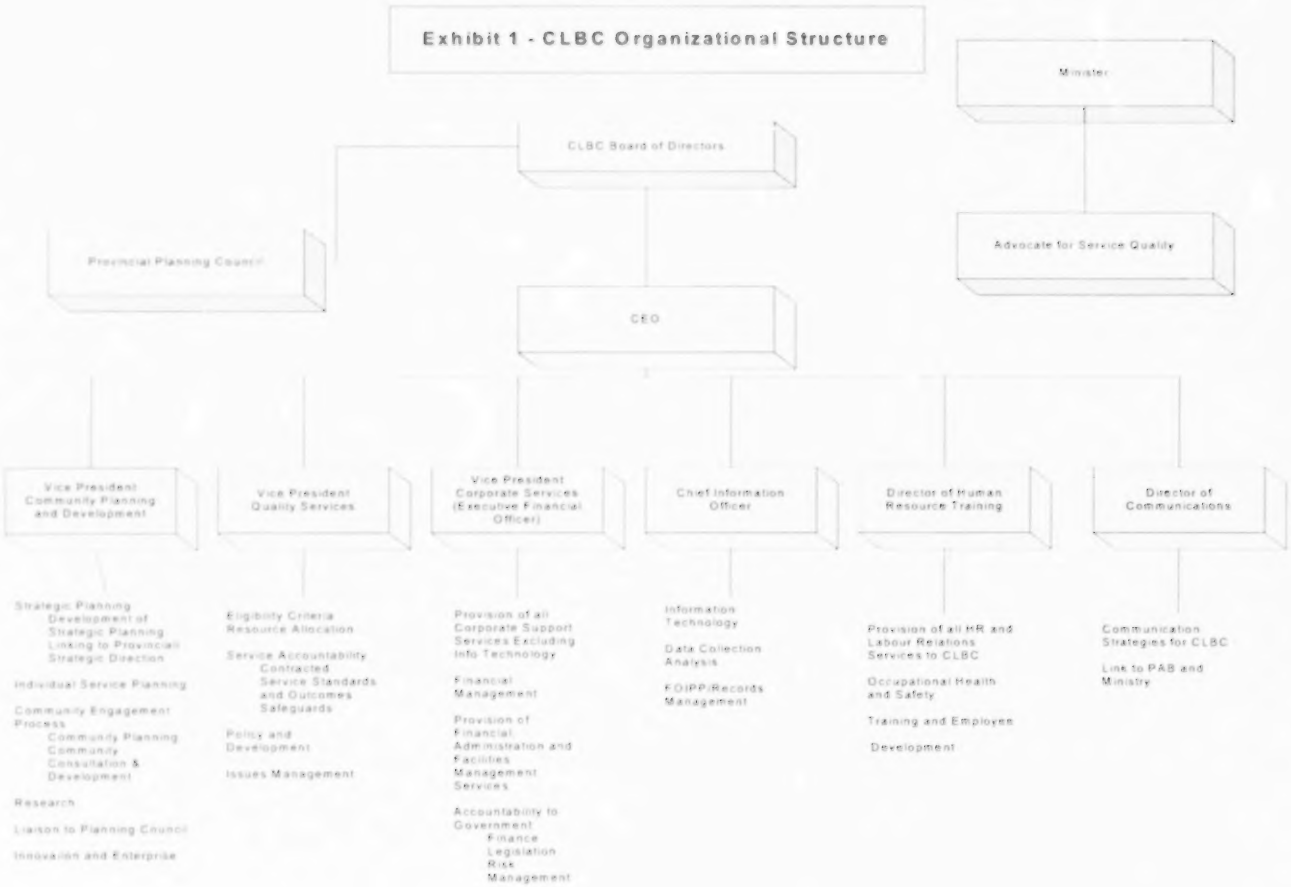

Exhibit 1 - CLBC Organizational Structure
Chart 2

Exhibit 1 - CLBC Organizational Structure
Chart 2

Exhibit 2
SERVICE DELIVERY FLOW CHART

CLS Client Requesting Services
Appeal or Referral to Other Services
Denied
Meets with Facilitator for Initial Intake and Assessment
OA Confirms or Denies Eligibility
Approved
Denied
Facilitator Identifies Resources/ Develops Plan
OA Approves or Denies Recommendation
Approved
Facilitator Confirms Implementation of Individual Plan
OA Reviews Plan Monitors Resources Safeguards
OA Identifies Systemic Issues for Manager
Confirms Status with Facilitator
Facilitator Continues or Adapts Plan

VICE PRESIDENT, COMMUNITY PLANNING AND DEVELOPMENT

General Responsibilities:

- reports to the Chief Executive Officer (CEO)
- manages staff in 17 Community Living Centres across BC
- collaborates with the CLBC Provincial Planning Council, Community Service Councils, CLBC , and all other requested external and internal stakeholders to coordinate the overall planning and development of the integrated, comprehensive, community-based services delivery system.
- assumes responsibility and accountability for the overall planning and development of an integrated, comprehensive, community-based services delivery system.
- ensures that the service delivery system reflects the evolving and changing needs of the individuals served by the Authority.
- develops provincial service plans which reflect a broad-based, inclusive, and ongoing consultative process with all stakeholders;
- overseees the work of facilitators throughout the province and ensures that standards of planning and service implementation are developed and maintained.
- ensures that the services delivery system reflects the evolving and continued changing needs of the persons served by the Authority.
- prepares strategic plan for province-wide allocation of resources
- provides planning expertise and guidance to individuals, and community service council stakeholders
- collaborates and communicate closely and proactively with the Senior Management Team of the Authority to ensure a coordinated, efficient, and effective organization, which delivers optimum services within its resource capabilities
- promotes innovation, partnerships and community engagement

- **VICE PRESIDENT, QUALITY SERVICES**

General Responsibilities:

- reports to the Chief Executive Officer (CEO)
- manages staff in 17 centres across the province
- manages budgets for the delivery of community living services to individuals living with developmental disabilities and their families
- is responsible and accountable for the overall eligibility criteria for service.
- organizes and allocates the human, capital, and financial resources for the provincial operation including the administration of all centres
- ensures that all direct and contracted services are delivered within the context of the service plans and strategic directions
- manages funded services to all clients of the Authority
- establishes criteria for ensuring the quality of services provided and measuring the outcomes at the individual and systems level
- collaborates closely with the VP Community Planning and Development and other members of the Executive Team on the development of the service plan and Authority priorities
- ensures that the Authority's organizational structure and corresponding services delivery systems reflect the current and future needs of the clients, and are within available resources of the Authority
- provides strategic information to facilitate the ongoing development and implementation of efficient and effective client services
- ensures that all policies and protocols effecting the delivery of services are reviewed and adapted as necessary to support the overall objectives of the Authority

VICE PRESIDENT, CORPORATE SERVICES

(Executive Financial Officer)

General Responsibilities:

- reports to the Chief Executive Officer (CEO),
- manages staff Community Living Centres
- manages a budget to serve individuals with developmental disabilities and their families
- assumes responsibility for planning, organizing, and provision of the Corporate Services of the Authority - including finance and accounting, and facilities management.
- collaborates with the executive team, community stakeholders, and government resources, the Vice President Corporate Services to develop the financial and budgetary framework and system within which the Authority operates.
- collaborates with the MCFD and contract services providers, to develop service and performance agreement frameworks, ensuring that deliverable are met.
- collaborates closely with the Executive Team, to ensure that the Corporate Services organization structure and corresponding administrative services systems are efficient and effective, and reflect the current and future needs of the Authority.
- oversees the development of the overall financial, human, and capital budgets; funding allocations, and operating plans for the Authority.
- ensures that all contracted services are properly negotiated, and their purposes and performance standards are being met to the satisfaction of the Authority.
- provides strategic statistical and financial performance-based information in a timely manner, to facilitate the efficient and effective management of the Authority.

CHIEF INFORMATION OFFICER

General Responsibilities:

- reports to the Chief Executive Officer (CEO)
- responsible for the planning, development, implementation, and leadership of the Authority's integrated technology-based information, and network-driven communications systems
- collaborates and interacts with a broad range of staff, clients, members of the executive team, and government colleagues, to:
    - determine IS/IT needs for the Authority;
    - analyze existing technology-based information and communications systems;
    - recommend distributed, and centralized information technology and communications hardware and software systems which best meet needs and resources limitations;
    - implement the defined systems, and measure their efficacy on an ongoing basis for the organization.
- develops a policy and procedural framework for efficient and effective technology-based information and communications hardware and software systems for the Authority
- consults with all technology-based information and communications systems users and stakeholders within and external to the Authority, to determine their business needs and requirements as related to the operations and management of the Authority
- interacts and communicates with various government agencies and organizations to plan and implement integrated computerized provincial information and communications systems, to ensure the Authority's technology-based systems meet all government legislated and regulated requirements
- provides ongoing research and analysis into alternative information and communications hardware and software technology and systems for the Authority;
- recommends optimum information and communications systems and technology to provide best value, efficiency, and efficacy for the Authority;
- negotiates, monitors, and manages all contracted or third-party IS/IT hardware and software services agreements to ensure consistency, uniformity, and best value for the Authority;
- develops and implements an Authority-wide business information recovery and risk management plan to protect the information of the organization and ensure timely and effective restoration of information and communications in the event of external disruption;
- plans and implements an effective and efficient IS/IT staff and contracted services organization infrastructure, to provide optimum services to the Authority within the allocated resources.

DIRECTOR, HUMAN RESOURCES

General Responsibilities:

- reports to the Chief Executive Officer (CEO)
- responsible for the provision of all human resources and labour relations services for CLBC, including policies, practice guidelines, and procedures that ensure CLBC's business objectives are accomplished
- assumes a leadership role throughout the transition to an independent authority to ensure that staffing needs are met and the collective agreement is properly applied.
- works with the executive team to manage programs in a variety of areas, including:

    HR strategic planning
    Employee resourcing
    Labour and employee relations
    Training and employee learning
    Occupational health and safety
    Employee performance management
    Organization, classification, and compensation
    HR Administration
    Organizational development
    Illness and industry rehabilitation

- provides leadership and direction for the development of human resource policies and practices in support of organizational strategy and operational needs.
- translates business strategies and objectives, and their impact on organizational processes, work, and people, into HR programs designed to help achieve stated strategic and operational objectives.
- implements strategic Human Resource planning
- anticipates staffing and employee resourcing
- monitors and complies With labour relations and policy governance
- facilitates constructive and positive organizational development
- develops and implements employee performance management practices
- promotes employee education, training, and learning
- develops classification and compensation systems for CLBC
- promotes occupational health and safety

DIRECTOR, COMMUNICATIONS

General Responsibilities:

- reports to the Chief Executive Community Living BC
- designs comprehensive organizational communications plans that will increase stakeholder awareness and understanding with regard to CLBC's vision, culture, mission, and priorities.
- ensures all communications tools and content are consistent with the vision and direction of CLBC and maintains a common look and feel.
- manages information flow, content, approvals and production of all internal and external publications.
- develops a comprehensive 'Issues Management' plan for use by the organization
- develops and coordinates media relations strategies to inform and educate stakeholders about CLBC and develop relationships with media
- develops comprehensive long term strategies to manage all external corporate communications
- prepares and manages detailed budgets and schedules for communication projects and obtains approval from the appropriate department(s).
- manages communication contracts
- manages external vendors and obtains RFP's from designers, graphic and communications consultants, artists, photographers, printers, distribution and mailing houses.
- develops a comprehensive internal communications plan for the organization to effectively communicate with CLBC's employees – communicating CLBC's vision and guiding principles.

DIRECTOR , QUALITY SERVICES

General Responsibilities:

- assumes administrative management of 17 Community Living Centres
- manages 10 Quality Service managers
- allocates budgets to centres
- assumes responsibility for budget monitoring/expenditure management
- negotiates contracts (in conjunction with Financial Management)
- develops criteria to ensure equitable distribution of resources
- designs and implements mechanisms to establish eligibility criteria
- Implements procedures to ensure consistency and equity in application of eligibility criteria
- development criteria to ensure consistency and sustainability in plan approvals
- implements resource monitoring systems
- manages safeguards processes, protocols and strategic relationships
- provides analysis of current and projected trends/service requirements
- develops crisis response capacity
- sets staff performance expectations, training, development
- establishes active working agreements and relationships with Director, Policy Development; Director, Service Accountability; Director, Community Planning and Development
- assumes responsibility for the management of provincial tertiary care service (Willow Clinic)

DIRECTOR, POLICY

General Responsibilities:

- provides leadership in the design and development of policies and programmes which support individuals with developmental disabilities within their communities
- Ensures that all policy development is done within the context of authority principles and mandate
- Ensures that policies and program priorities are reflected in the Annual Service Plan
- develops policies to meet all legal, operational and accountability requirements
- designs policies that assist staff in delivering services that are timely, flexible and person-centred
- ensures that policies enable and encourage innovation and enterprise
- creates policies which reflect least intrusive approaches; practice shifts; local decision-making; environment of safeguards
- adapts policies and program guidelines in response to demographic information, field practice, legal and financial concerns
- establishes and manages effective working relationships with external partners to ensure that associated legal, legislative, operational activities are identified and addressed
- manages complex priorities and demands, including high-profile, controversial issues
- conducts analysis and research to inform or amend policy and practice
- develops material which assists and engages community in planning and decision-making

DIRECTOR, SERVICE ACCOUNTABILITY

General Responsibilities:

- provides leadership in ensuring that quality services are provided throughout the province
- establishes practice and service standards
- monitors the performance of each region within context of performance expectations
- designs and implements performance management strategies, tools and processes
- articulates clear, reasonable and measurable outcomes for service delivery
- articulates clear expectations of staff and service providers with respect to outcome – based planning
- initiates research on 'best practices'/innovation
- ensures safeguards are meeting intended function
- creates linkages with other directors and external agencies with respect to integration of safeguarding mechanisms
- initiates improvements to practice and policy in conjunction with Director of Policy and Director of Quality Services.

DIRECTOR, COMMUNITY PLANNING AND DEVELOPMENT

General Responsibilities:

- Direct management of 10 Community Planning Managers
- Direct accountability for function of provincial facilitators
- Direct accountability for planning and development of integrated, comprehensive, community-based service delivery system
- Direct responsibility for ensuring that Community Planning Councils are in place and play an effective role in regional service design and priority setting
- Community networking and engagement: agencies, financial institutions, business, municipalities, universities and colleges, etc.
- Participation in design and maintenance of communication methodologies within CLBC and with external partners, e.g., CACs
- Responsibility for ensuring that regional priority setting reflects provincial mandate and principles
- Responsibility for ensuring that provincial service plans are reflected in regional service delivery
- Overall responsibility for criteria to be used in development of individual service plans and mechanisms to support administrative fairness and flexibility
- Responsibility for ensuring that community needs and systemic concerns are reflected in the development of provincial service plan and budget allocation (in conjunction with Director, Quality Services and others as required)
- Development of mechanisms and culture which promote innovation and responsiveness at both local and system level
- Establishing operational criteria which enable staff to develop principle-based plans with individuals and families that are reasonable ,affordable and supportive

DIRECTOR, STRATEGIC PLANNING

General Responsibilities:

- Under the leadership of the Vice President, Community Planning and Development, assumes primary responsibility for setting the priorities for the Authority and creating the strategic plan
- Develops the Authority's Annual Service Plan in conjunction with Directors of Quality Service; Community Planning and Development ; Policy and management within Corporate Services
- Manages overall linkages with government including MCFD, MHR, Treasury Board, Ministry of Health Services, Attorney-General, Solicitor-General
- Assumes responsibility for ensuring that a comprehensive system of safeguards is established and maintained
- Develops and manages protocols with agencies and government ministries responsible for health and safety of individuals with developmental disabilities, e.g.; Public Trustee; Licensing Officers in Health Authorities; Solicitor-General; Forensic Psychiatric Services
- Manages all processes accountabilities related to accreditation
- Establishes standards of service and care
- Establishes outcomes criteria and measurement tools related to service standards
- Assumes responsibility for auditing outcomes for compliance and renewal

MANAGER, COMMUNITY PLANNING (10 positions)

General Responsibilities:

- as one of 10 field-based managers, reports to the Director, Community Planning and Development
- assumes responsibility for all activities of specific regional facilitators distributed throughout 17 centres in the province
- identifies community requirements and assigns staff accordingly
- identifies service planning requirements and assigns staff accordingly
- develops an accessible stream-lined approach to intake procedures in each community
- establishes accessible mechanisms for referral to Operational Analysts or other community resources as required
- sets clear direction for facilitators on planning, placement and monitoring priorities
- establishes and maintains mutually accountable working agreements with local Manager , Community Centre
- establishes Terms of Reference and working agreements with Community Planning Councils
- ensures that feedback and input from Community Planning Council is reflected both in regional service delivery and in central planning and decision-making

MANAGER, QUALITY SERVICES (10 positions)

General Responsibilities:

- as one of 10 field-based managers, reports to the Director, Quality Services
- assumes responsibility for all activities of specific regional operations analysts distributed throughout 17 centres in the Province of British Columbia
- assumes responsibility for the administrative management of community living centre
- ensures that eligibility criteria are clearly communicated within and external to the centre
- develops mechanisms which ensure that assessment and confirmation of eligibility process is streamlined, timely and equitable
- establishes general planning criteria to enhance consistency in decision-making and plan approvals
- oversees and monitors plans approved by operational analysts
- manages budget allocations and expenditures at level of region and individually, as required
- is accountable for establishing and overseeing monitoring process at level of resource and individuals
- develops and maintains a safeguards 'network' in each community
- establishes and maintains mutually accountable working agreements with local Manager, Community Planning and Development
- ensures that feedback and input from staff, colleagues and community are reflected in both regional service delivery and in central planning and resource allocation

FACILITATOR

General Responsibilities:

- reports to Manager, Community Planning and Development, in 17 centres across BC
- acts as initial contact for individuals and families requesting service
- develops plans for eligible individuals in conjunction with individual, families, network of support, community and service providers
- offers a range of funding and service options which promote flexibility, independence and integrity of family
- ensures that each individual's requirements are clearly articulated and documented in proposed service plan and forwards plan to Operational Analyst
- advises individuals of resource allocation and either initiates or adapts plans accordingly
- ensures that elements of plan are put in place, organising community resources as required
- connects individuals to generic community resources
- promotes activities which take advantage of existing community capacity and encourage interest in creating new or innovative approaches to service
- provides the primary link between individuals, families and community and the Operations Analysts
- ensures that any changes in a plan or concerns re safeguarding of a specific individual are reviewed and addressed in conjunction with an Operations Analyst and others, as required

OPERATIONAL ANALYST

General Responsibilities:

- reports to Manager, Quality Services, in 17 centres across BC
- assesses all documentation and using clearly articulated criteria determines eligibility of each individual requesting service
- assesses personal support plan and allocates financial resources on the basis of individual requirements and Authority policies and mandate
- monitors each individual service plan within established timeframes or as required
- implements criteria which promote equitable allocation of resources, flexibility and administrative fairness
- ensures compliance with personal support plan at the operational level and identifies need for further review
- ensures that safeguards are outlined in each personal support plan
- ensures that network of community safeguards is in place and functioning appropriately
- ensures that all direct and funded services comply with Authority standards and contract terms
- manages crisis response on behalf of individuals
- works with Operational analysts and Facilitators to develop a regional crisis response capacity
- identifies trends and gaps in service and provides input to the Authority's service and strategic planning process